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DD/M&S 73-2578

27 JUN 1973

MEMORANDUM FOR: Each Other Member, Training Board of Visitors  
Mr. Harry B. Fisher, Director of Personnel

STAT

[Redacted]  
[Redacted] Deputy Chief, Planning  
[Redacted] Staff DD/I  
[Redacted] Deputy Director, Office  
of Scientific Intelligence

SUBJECT : Management Training Course

The attached is a near final outline of the new management training course which OTR would like to kick off in September. The Chairman has scheduled us for our first Board meeting under his leadership on 17 July. I understand also that the Board is scheduled to meet with Mr. Colby on the 24th to discuss our (Bill Broe's) memorandum on management training. I think it would be well, and hence asked for these copies to share, if we had been over the outline and could discuss it with Mr. Colby. I am concerned, however, that, if we wait until after our meeting with Mr. Colby to suggest changes to OTR, they will have at best perhaps only a month or six weeks to incorporate them for a September running. If you agree, I would be happy in the meantime to broker any suggestions you may have as an individual member of the Board with OTR with the thought that we may be in a position of having a more nearly final package when we meet with Mr. Colby.

(S) (Det)  
/s/ Robert S. Wattles

Robert S. Wattles  
Associate Deputy Director  
for  
Management and Services

Att

Outline of "The Advanced Management Program"

cc: Chairman, Training Board of Visitors, w/Att  
Director of Training, w/o Att

ADD/M&S:RSW/ms (27 June 73)

Distribution:

Orig - D/Pers, w/Att 1 - DD/M&S Subject, w/Att ✓

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ADMINISTRATIVE — INTERNAL USE ONLY

THE ADVANCED MANAGEMENT PROGRAM

September 1973

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Program Staff



Coordinator

STAT

C  
THE ADVANCED MANAGEMENT PROGRAM

I. Objective: To give all new middle managers (generally GS-13-15 who have just become supervisors of supervisors) a better understanding of the major areas of management knowledge as a necessary step toward improving managerial performance in the Agency. The program will not repeat material covered in the Fundamentals of Supervision and Management (FSM). It is assumed that the student has either taken the FSM or can if needed. Further, the Program is not aimed at interpersonal relations and team building. It is assumed that the student will look to the Managerial Grid Seminar for that type of training.

II. Method: The Program is designed to carry out this objective through seven short courses called units. The units are independent instructional entities and are not elements of a course to be taken on an all-or-nothing basis. The segmented format makes it possible for students to take the Program units one at a time, in any sequence, and in any number from one to seven. The student will not be forced to sit through something he has already had in another course. The one-to-three day length of each unit makes it easier to mesh training and office work. As a way of demonstrating the flexibility of the unit system, the September version of the Program is scheduled with breaks of a day or a weekend between units. Once the Program is fully underway, units can be scheduled to meet the convenience of students: night or day, Chamber of Commerce or elsewhere. Units will be added or dropped, according to demand, and

will be scheduled independently, if necessary, to accommodate registrations. Each unit will have its own individual critique system, and as this is a new endeavor, the critiques will be highly structured. The maximum enrollment in any one unit will be 30 students selected by the Directorates.

III. Procedural Steps: Once the Curriculum Council approves (scheduled for 1 July) a definite Program and the student selection mechanism, the following steps are proposed to launch the Program:

- A. Meeting of the Program staff with senior Training Officers in order to explain the objective and methods of the Program
- B. The Director of Training to arrange similar explanatory briefings with the Board of Visitors and with the Deputy Directors in order to gain active support. The Deputy Directors will be requested to participate in the student selection process.
- C. In accordance with the Action Plan, it is proposed to have the final design of the Program completed by 31 July and administrative preparations completed by 28 August.

IV. The Units: The content of the Program has been developed in response to guidance from the Management Task Force and those it interviewed, members of the Office of Training, and the Board of Visitors. The seven units of the Program are grouped in three main

categories as a means visualizing the relationships among the units  
and not as groupings that limit the flexibility of the unit system:

I. Getting Things Done Through the Bureaucracy

Agency Management Requirements	2 days
Budgeting/Finance	1 day
Management by Objectives, and	
Productivity	2 days

II. Getting Things Done Through People

Career Development	2 days
Leadership	2 days

III. Getting Things Done by Solving Problems

Introduction to Systems Analysis	2 days
Problem Solving and Decision Making	3 days

THE ADVANCED MANAGEMENT PROGRAM  
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September 1973

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	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
AM	3	4	5	6	7
PM	HOLIDAY	Managerial Role What Admin Support Can Managers Expect	Regulations, Alcoholism/Drugs EEO, Maximizing the Contribution of Your Secretary		Budgeting/Finance
AM	10	11	12	13	14
PM	Management by Objectives	Productivity		Agency Policy Evaluative Process Managing	Evaluative Process (cont.)
AM	17	18	19	20	21
PM	Communications/Staff Meeting Special Employee, Managing Change	Participative Approach Leadership Patterns		Introduction to Systems Analysis	
AM	24	25	26	27	28
PM	Kepner-Tregoe Creativity/Innovation	Calculating Risks Quantitative Approach	Agency Computer Program Agency Computer Centers		

UNIT: AGENCY MANAGEMENT REQUIREMENTS

<u>Tuesday, 4 Sept.</u>	<u>The Managerial Role</u>	
0830-0900	Reading	
0900-1030	Lecture and class discussion	Brownman or other ? <u>Associate</u> Director 0
1030-1040	Break	
1040-1200	Class discussion of managerial vs. technical functions	
	What Administrative Support Can the Manager Expect	
1200-1300	Lunch	STAT
1300-1350	Lecture - The Role of ? Administration 0	Wattles <input type="text"/>
1350-1430	Class question-and-answer session	
1430-1445	Break	STAT
1445-1530	Lecture - Some Important Details about Personnel Work	<input type="text"/>
1530-1630	Discussion	
<u>Wednesday, 5 Sept.</u>	<u>Agency Regulations/Notices Requiring Supervisory Action</u>	
0830-0915	Reading	
0915-0930	Discussion and clarification	
	<u>Alcoholism/Drugs</u>	
0930-1030	Film - "The Other Guy"	
1030-1045	Break	
1045-1200	Lecture and class discussion	<input type="text"/> and MS representative STAT

UNIT: AGENCY MANAGEMENT REQUIREMENTS (cont.)

Wednesday, 5 Sept.    EEO

1300-1400                      Lecture and class discussion                      Agency EEO officer

Maximizing the Contribution of Your Secretary

1415-1430                      Introductory statement

1430-1530                      Panel                      WNE?

1545-1600                      Panel (continuation)

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UNIT: BUDGETING

Friday, 7 Sept.

Budgeting

0830-0900

Reading

0900-1000

Introductory lecture

1000-1015

Break

1015-1200

Budget exercise I

1300-1400

Budget exercise I (continuation)

1400-1415

Break

1415-1600

Budget exercise II

1600-1630

Wrap-up and feedback

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UNIT: MANAGEMENT BY OBJECTIVES

Monday, 10 Sept.      Management by Objectives(MBO) Agency Applications/  
Planning

0830-0900	Reading	
0900-1000	Introductory lecture	Briggs
1000-1030	Class discussion	
1030-1200	Arrangements for afternoon seminars	
1300-1400	Directorate seminars	
1430-1630	Office or divisional seminars	

Tuesday, 11 Sept.      Productivity and the Agency

0830-0900	Reading		STAT
0900-1045	Lecture I on productivity in the Executive Branch	<input type="text"/>	
1100-1200	Discussion		STAT
1300-1400	Lecture II on productivity standards in Agency	<input type="text"/>	
1400-1500	Discussion		
1500-1600	Panel (to be chosen)		

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UNIT: CAREER DEVELOPMENT

Thursday, 13 Sept.

Agency Policy

0830-0900

Reading

STAT

0900-1000

Lecture

1000-1030

Discussion

The Evaluative Process

1045-1130

Lecture

1130-1200

Class discussion

1300-1315

Introduction to role play

1315-1340

Reading period for role play

1340-1430

Role play

1430-1445

Break

1445-1600

Playback of video tape on one  
group role play

1600-1630

Wrap-up

Friday, 14 Sept.

0830-0900

Reading of case history

0900-1030

Preparation of FR

1030-1045

Break

1045-1200

Class discussion and critique of  
student-prepared FR's

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CAREER DEVELOPMENT (cont.)

<u>Friday, 14 Sept.</u>	<u>Managing</u>
1300-1330	Lecture
1330-1340	Instruction for exercise
1340-1500	Students individually develop criteria applicable to home organization (includes 15 minute break)
1500-1600	Class critique of criteria
1600-1630	Wrap-up

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UNIT: LEADERSHIP

Monday, 17 Sept.

Communications/Staff Meeting

0830-0845

Reading

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0845-0915

Discussion

0915-0930

Instructions for exercise

0930-1030

Staff meeting exercise

1030-1045

Break

1045-1200

Discussion and critique

The Special Employee: Recognition and Utilization

1300-1330

Film - "The Self-Motivated Achiever"

1330-1430

Lecture and class discussion

Managing Change

1445-1510

Film - "Managing Change"

1510-1630

Class discussion

Tuesday, 18 Sept.

The Participative Approach

0830-0900

Reading

0900-0940

Debate

0940-1045

Discussion

1045-1100

Break

1100-1200

Film - "Management by Participation"

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LEADERSHIP (cont.)

Tuesday, 18 Sept.

Leadership Patterns

1300-1330

Reading

1330-1400

Film - "The Effective Executive"

1400-1415

Break

STAT

1415-1500

Discussion

1500-1630

Presentation on selection and  
succession of leaders

*Gwen*



Proctor, or

Nelson

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UNIT: INTRODUCTION TO SYSTEMS ANALYSIS (SA)

#### Thursday, 20 Sept.      Systems Analysis

0830-0900      Reading

STAT

0900-1000      Lecture - SA philosophy,  
terminology

1000-1015      Break

1015-1200      Lecture and discussion - Matrix,  
PERT

1200-1300      Lunch

1300-1430      Lecture and discussion -  
Decision Trees and Queuing  
theory

1430-1445      Break

1445-1600      Lecture - Delphi technique

1600-1630      Wrap-up

#### Friday, 21 Sept.

0830-0900      Reading on Management  
Information Systems (MIS) and  
probability approaches

0900-1030      Lecture and discussion - calcu-  
lated risk approaches to problem  
solving

1030-1045      Break

1045-1115      Lecture - MIS

1115-1200      Exercise on MIS

1200-1300      Lunch

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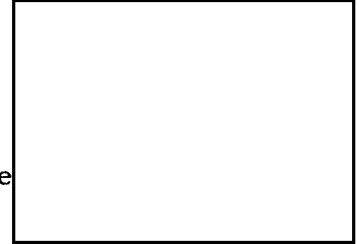
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INTRODUCTION TO SYSTEMS ANALYSIS (SA) (cont.)

Friday, 21 Sept.

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1300-1430	Lecture - probability theory
1430-1445	Break
1445-1630	Lecture and discussion with sample exercises involving probabilities



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## UNIT: PROBLEM SOLVING AND DECISION MAKING

Monday, 24 Sept.      Kepner and Tregoe System

0830-0900	Reading
0900-0930	Lecture
0930-1000	Individual case
1000-1015	Feedback on solutions
1015-1030	Break
1030-1130	Group work on second K-T problem
1130-1200	Class feedback
1200-1300	Lunch
1300-1400	Group prepares charts from morning taping
1400-1430	Applications and wrap-up
	<u>Creativity/Innovation</u>
1430-1500	Lecture
1500-1600	Brainstorming session, class critique
1600-1630	Wrap-up

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Tuesday, 25 Sept.      Calculating Risks

0830-0900	Reading
0900-0930	Lecture - risk calculation when no quantities are available

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PROBLEM SOLVING AND DECISION MAKING (cont.)

Tuesday, 25 Sept.

STAT

0930-1030            Class problem illustrating non-quantitative risk calculation

1030-1045            Break

1045-1100            Lecture - risk calculation when quantities are available

1100-1200            Class problem

1200-1300            Lunch

Systems Analysis Approach

1300-1330            Review guidelines and explain problem design

1330-1430            Class work on problem and feedback session

1430-1445            Break

1445-1600            Class work on second sample problem and feedback session

1600-1630            Wrap-up

Wednesday, 26 Sept.    Computers and Agency Programs

0830-1200            Panel discussion of systems programs available in Agency, discussion of what OCS can and can't do for managers

1300-1630            Tour of Agency machine centers

etc.

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ADMINISTRATIVE — INTERNAL USE ONLY

I. GETTING THINGS DONE THROUGH THE BUREAUCRACY

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I. Getting Things Done Through the Bureaucracy

UNIT: AGENCY MANAGEMENT REQUIREMENTS 2 days

Managerial Role	3 hours	
What Administrative Support Can the Manager Expect	3 hours	1 day
Regulations etc. Alcoholism, Drugs	3 hours	
EEO Maximizing the Contribution of Your Secretary	3 hours	1 day

UNIT: BUDGETING 1 day

Budgeting/Finance

UNIT: MANAGEMENT BY OBJECTIVES, AND PRODUCTIVITY 2 days

MBO	1 day
Productivity	1 day

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UNIT: AGENCY MANAGEMENT REQUIREMENTS

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TITLE: The Managerial Role

TIME: 2 hours 20 minutes

0940-1030 Lecture (Directorate level) and class discussion  
1030-1040 Break  
1040-1200 Class prepares a listing of agreed functions, discussion of time spent on managerial vs. technical functions, criteria evolved for judging whether time spent on technical is required or because this is more enjoyable and familiar than management

- OBJECTIVES:
- a. To delineate the duties that middle managers have in common
  - b. To discuss Agency practice concerning the manager as a manager and as a technical expert
  - c. To develop criteria for relating these roles

- METHODOLOGY:
- a. Lecture by senior officer (Associate Director <sup>OR</sup> Deputy) on effectiveness of middle managers in the managerial roles and the current expectations for middle level managers; the technical role versus the managerial role.
  - b. Class question-and-answer session with lecturer
  - c. Class discussion of roles and realities of dealing with them

LECTURER: Brownman or other Associate Director

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: What Administrative Support Can the Manager Expect

TIME: 4 1/2 hours

1200-1300 Lunch  
1300-1350 Lecture - The Role of Administration  
1350-1430 Class question and answer  
1430-1445 Break  
1445-1530 Lecture - some important details about Personnel work  
1530-1630 Discussion

OBJECTIVE: To cover briefly what assistance the mid-manager can typically and reasonably expect from Administration (Chief of Support, Finance Officer, Security Officer, Personnel Officer, Training Officer etc.)

METHODOLOGY: Lecture and class discussion; a senior and experienced (Chief of Support) will cover in a lecture what middle managers can reasonably expect from the support structure. Following the lecture there will be approximately an hour of discussion and question and answer from the class. A second lecture will go into certain details about personnel, such as Table of Organization, grade averages, and personnel folders. ?

STAT

LECTURER I: Wattles, [ ] or other senior SA officers with broad experience.

LECTURER II: Personnel officer, such as Mr. [ ]

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TITLE: Agency Regulations/Notices Requiring Supervisory Action

TIME: 1 hour

0830-0915 Reading

0915-0930 Discussion and clarification

OBJECTIVES: This segment is intended to reinforce understanding of regulations and/or notices which impose functions on supervisors concerning their employees

METHODOLOGY: Essentially this subject will be covered by gathering copies of such material together and providing reading time.

MATERIALS: Selected reading from Regs/Notices

INSTRUCTOR: AMC Staff

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ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Alcoholism/Drugs

TIME: 2 1/2 hours

0930-1030 Film - "The Other Guy"

1030-1045 Break

1045-1200 Lecture and class discussion

OBJECTIVE: Acquaint students with current Agency policy and practice concerning the alcoholic and the drug user

METHODOLOGY: a. Film (either 25 or 50 minutes) - "The Other Guy"  
b. Presentation by Office of Personnel and OMS on current policy and practice  
c. Class questions and answer period

MATERIALS: a. Film - "The Other Guy"  
b. HN \_\_\_\_\_ dated \_\_\_\_\_

LECTURER:  and Medical Services representative

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## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: EEO

TIME: 1 hour

1300-1400 Lecture and class discussion

OBJECTIVE: To familiarize the manager with Agency EEO policy

METHODOLOGY: Lecture and class discussion

LECTURER: Agency EEO officer

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TITLE: Maximizing the Contribution of Your Secretary

TIME: 1 hour 45 minutes

1415-1430 Introductory statement  
1430-1530 Panel  
1545-1600 Panel (continuation)

OBJECTIVE: To enhance the Mid-Managers effectiveness through more effective use of his secretary

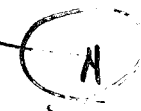
METHODOLOGY: A panel of three secretaries (chosen for their experience and articulateness) will respond to class questions concerning such things as:

- a. the boss-secretary relationship
- b. what the boss can fairly expect of his secretary
- c. what the secretary can fairly expect of her boss
- d. the relationship to the secretaries of subordinates

The class will have advance notice of this session and be requested to formulate questions leading to discussion of such items as a-d above

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MODERATOR:

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UNIT: BUDGETING

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TITLE: Budgeting/Finance

TIME: 1 day

0830-0900 Reading  
0900-1000 Introductory lecture  
1000-1015 Break  
1015-1200 Budget exercise I  
1300-1400 Budget exercise I (continuation)  
1400-1415 Break  
1415-1600 Budget exercise II  
1600-1630 Wrap-up and feedback

OBJECTIVE: Provide students with sufficient information about budgetary jargon, objectives, formats, practices etc. so that they can function at the mid-manager level without relying on the trial-and-error approach.

METHODOLOGY: a. Lecture by [ ] of SIPS. The relationship of budgeting to the planning/control process will be covered. STAT

b. Exercises.

MATERIALS: Selected reading (recommended by lecturer)

Exercises (provided by lecturer)

STAT LECTURER: [ ]

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UNIT: MANAGEMENT BY OBJECTIVES

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TITLE: Management by Objectives (MBO) (Agency Applications/Planning)

TIME: 1 day

0830-0900 Reading period  
0900-1000 Introductory lecture on MBO  
1000-1030 Class discussion  
1030-1200 Arrangements for afternoon seminars  
1300-1400 Directorate seminars  
1430-1630 Office or divisional seminars

OBJECTIVES: To familiarize students with MBO as practiced in the Agency at Directorate and office or division levels

METHODOLOGY: a. Introductory lecture by Agency level speaker, such as Charles Briggs, on MBO at the Agency level

b. Directorate seminars in which students go to home Directorates for guidance on MBO by Directorate planning officers

c. Office (division) level seminars in which students go to home offices (divisions) for guidance by appropriate planning officers

d. Pre-reading will cover MBO in theory, terminology, and practice outside the Agency

LECTURER: Charles Briggs or DCI level planning officer

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TITLE: Productivity and the Agency

TIME: 1 day

0830-0900 Pre-reading  
0900-1045 Lecture I on productivity in the Executive Branch  
1100-1200 Discussion  
1300-1400 Lecture II - productivity standards in Agency  
1400-1500 Discusssion  
1500-1600 Panel (to be chosen)

OBJECTIVE: To acquaint the student with the current thrust of the Executive Branch in the area of productivity and to familiarize him with quantitative standards useful to the Agency.

METHODOLOGY: Reading:

Lecture I: Current developments including policy of OMB, programs in various departments and offices, the Civil Service Training program, and the rationale behind the effort to measure productivity.

Lecture II: Presentation of the current status of productivity measurement in the Agency, expected developments, and problem areas.

Panel: Discussion of specific measurement programs in the Agency that illustrate typical approaches useful in the Agency. Students are to identify a measurement problem in their areas of responsibility and submit the problem for discussion by panel and class.

MATERIALS: Reading

LECTURER:   
(productivity instructor for CSC)

LECTURER:



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## II. GETTING THINGS DONE THROUGH PEOPLE

III. Getting Things Done Through People

UNIT: CAREER DEVELOPMENT    2 days

Agency Policy	2 hours	
Evaluative Process	6 hours	1 day
Evaluative Process (cont.)	3 1/2 hours	
Managing	4 1/2 hours	1 day

UNIT: LEADERSHIP

Communications/Staff Meeting	3 hours	
The Special Employee	1 1/2 hours	
Managing Change	2 hours	1 day
Participative Approach	3 hours	
Leadership Patterns	3 hours	1 day

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UNIT: CAREER DEVELOPMENT

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## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Career Development (Agency policy)

TIME: 2 hours

0830-0900 Reading Period  
0900-1000 Lecture  
1000-1030 Discussion

OBJECTIVES: Familiarize students with current Agency policy on career development and its impact on them as managers.

METHODOLOGY: a. Pre-reading dealing with Agency issuances on career development.

b. Lecture by [ ] (C/OP/Plans) on Agency policy/regulations/goals in regard to Career Development at the Agency level and its impact on middle managers. STAT

c. Class discussion of lecture - implications, applications, etc.

MATERIALS NEEDED: Agency issuances/papers etc. dealing with career development.

STAT LECTURER: [ ] and staff

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TITLE: Career Development (The Evaluative Process)

TIME: 6 hours

1045-1130 Lecture  
1130-1200 Class Discussion  
1300-1315 Introduction to Role Play  
1315-1340 Reading Period for Role Play  
1340-1430 Role Play  
1430-1445 Break  
1445-1600 Playback of video tape on one group role play  
1600-1630 Wrap up

OBJECTIVES: a. Provide practice in counseling first line supervisors on evaluative programs.

b. Provide practice and guide lines in monitoring and implementing an employee evaluative program.

METHODOLOGY: a. Pre-reading of articles dealing with employee evaluation.

b. Lecture on critical aspects of an evaluative program.

c. Role play based on a Career Development situation with first line supervisor.

d. Class critique of video taped counseling session from c above.

e. Class critique and discussion of practical evaluative programs.

MATERIALS NEEDED: Case history  
Video equipment

LECTURER: Staff

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## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Career Development (The Evaluative Process continued)

TIME: 3 1/2 hours

0830-0900 Reading of case history

0900-1030 Preparation of FR to include letter rating, narrative,  
and reviewing officer comment

1030-1045 Break

1045-1200 Class discussion and critique of student prepared FR's

OBJECTIVES: a. Provide students with live practice in preparing  
evaluations that are more objective and useful.

METHODOLOGY: a. Case history  
b. Preparation of simulated Fitness Report  
c. Class discussion and critique

MATERIALS NEEDED: Case history  
Sample FR forms

LECTURER: Staff

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TITLE: Career Development (Managing)TIME: 4 1/2 hours

1300-1330 Reading  
1330-1430 Lecture  
1430-1445 Break  
1445-1630 Discussion

OBJECTIVE: Provide students with practical guidelines for managing Agency Career Development policy at Division/Branch level.

METHODOLOGY:

1. Pre-reading on Career Development
2. Lecture-dealing with responsibilities of employee-supervisor and management on Career Development.
3. Class discussion of practical approaches and guidelines for implementation of career development in terms adapted to our organizational requirements.

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LECTURER: 

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UNIT: LEADERSHIP

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ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Communications/Staff Meetings

TIME: 3 hours

0830-0845 Reading  
0845-0915 Discussion  
0915-0930 Instructions for Exercise  
0930-1030 Staff Meeting Exercise  
1030-1045 Break  
1045-1200 Discussion and Critique

OBJECTIVE: To identify the problems to effective communications within the Agency.

METHODOLOGY: Pre-reading will provide the basis for general discussion on communication problems followed by student identification of specific Agency communication problems and possible solutions. To provide application of their findings, the class will be broken into work groups with each group conducting a staff meeting exercise to determine how staff meetings should be conducted. An instructor should be present in each group room to observe the group and provide a critique of their meeting. One staff meeting will be video taped. Groups will present their solutions to the class for consideration and a class solution determined. VTR will be used for playback of specific points.

MATERIALS: Pre-reading

Video tape (VTR)

STAT

CLASS LEADER:

(Exercise and materials to be provided by guest instructor)

ADMINISTRATIVE — INTERNAL USE ONLY

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: The Special Employee; Recognition and Utilization

TIME: 1 1/2 hours

1300-1330 Film

1330-1430 Lecture and Class Discussion

OBJECTIVES: a. To establish the observable behavior which identifies the high achiever.  
b. To identify leadership styles designed to exploit the high achiever's potential.

METHODOLOGY: a. Pre-reading of one or more of David McClelland's articles.  
b. Film  
c. Class discussion of film and experience with this type of person and how best to handle them.  
d. Listing of conclusions.

MATERIALS: Reading Materials  
Film: The Self-Motivated Achiever

ADMINISTRATIVE — INTERNAL USE ONLY

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Managing Change

TIME: 2 hours

1445-1510 Film

1510-1630 Class Discussion

OBJECTIVE: To familiarize the students with the techniques for dealing with organizational change.

METHODOLOGY: a. Film

b. Class Discussion

MATERIALS: Film "Managing Change"

DISCUSSION LEADER: Staff

ADMINISTRATIVE — INTERNAL USE ONLY

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: The Participative Approach

TIME: 3 hours

0830-0900 Reading  
0900-0940 Debate  
0940-1045 Discussion  
1045-1100 Break  
1100-1200 Film

OBJECTIVES: To determine the value of using the participative approach as a managerial tool within the Agency.

METHODOLOGY: Pre-reading will provide a basis for class discussion on the benefits of managers employing the participative approach. Two instructors using a debate format, will take opposing views on the value of this approach. The class will then discuss their experience and estimates concerning the current and future Agency role of participative approach. Film used to reinforce values of participative approach.

MATERIALS: Pre-reading  
Instructor's debate outlines  
Film: "Management by Participation"

LECTURER: Staff

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Leadership Patterns

TIME: 3 hours

OBJECTIVES: To permit the students to recognize their own leadership patterns, understand possible impact on others, and to determine if any one pattern is best within the Agency.

METHODOLOGY: a. Pre-reading and film will provide the basis for class discussion on recognized leadership patterns and their impact on subordinates.

b. A talk on the selection and succession of leaders by an Agency executive will serve to give the view of experience on this subject.

MATERIALS: Pre-reading  
Film: from Drucker Series, "The Effective Executive"

STAT

LECTURER:  Proctor, Nelson, or Rodriguez

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### III. GETTING THINGS DONE BY SOLVING PROBLEMS

ADMINISTRATIVE — INTERNAL USE ONLY

III. Getting Things Done by Solving Problems

UNIT: INTRODUCTION TO SYSTEMS ANALYSIS 2 days

Introduction to Systems Analysis 2 days

UNIT: PROBLEM SOLVING AND DECISION MAKING 3 days

Kepner-Tregoe  
Creativity/Innovation 1 day

Calculating Risks  
Quantitative Approach 1 day

Computers and Agency Programs 1 day

ADMINISTRATIVE — INTERNAL USE ONLY

UNIT: INTRODUCTION TO SYSTEMS ANALYSIS

ADMINISTRATIVE — INTERNAL USE ONLY



ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Systems Analysis (SA)

TIME: 1 day

0830-0900 Pre-reading  
0900-1000 Lecture on SA philosophy and terminology  
1000-1015 Break  
1015-1200 Lecture and class discussion of the Matrix and PERT  
as decision tools  
1200-1300 Lunch  
1300-1430 Lecture and class discussion on Decision Trees and  
Queuing theory  
1430-1445 Break  
1445-1600 Lecture on Delphi technique  
1600-1630 Wrap-up of first day

OBJECTIVE: Familiarize students with basic concepts, terminology  
and applications of Systems Analysis

METHODOLOGY: a. Pre-reading - some of basic theory and terminology  
of conformation science will be covered in pre-reading  
  
b. Lecture - covers the basic approach, philosophy  
and terminology of Systems Analysis; more  
specifically the first day will also include PERT/  
Critical Path, the Matrix, Queuing theory,  
Delphi technique and Decision Trees  
  
c. Class discussion - the lectures will provide opportunity  
for students to question the lecture and provide  
applications from their own experience

LECTURER:

STAT

ADMINISTRATIVE — INTERNAL USE ONLY

**ADMINISTRATIVE — INTERNAL USE ONLY**

TITLE: Systems Analysis (SA)

TIME: 1 day

0830-0900 Pre-reading on MIS and probability approaches  
0900-1030 Lecture and class discussion of calculated risk  
                  approaches in Problem Solving  
1030-1045 Break  
1045-1115 Lecture on Management Information Systems (MIS)  
1115-1200 Class exercise on MIS  
1200-1300 Lunch  
1300-1430 Lecture on probability theory  
1430-1445 Break  
1445-1630 Lecture, class discussion and sample exercises  
                  involving probabilities

- OBJECTIVES:
- a. To familiarize students with SA tools such as Management Information Systems (MIS) basic probability theory and the concept of calculated risk
  - b. To provide basis for application of SA to Problem Solving on days three and four of this unit

- METHODOLOGY:
- a. Pre-reading - on subjects covered in objectives
  - b. Lecture - on MIS, calculated risk concepts and probability theory
  - c. Class discussion - students will be involved in producing examples of Agency application and in clarification through questions and answers
  - d. Class exercise - on MIS

LECTURER:

STAT

**ADMINISTRATIVE — INTERNAL USE ONLY**

III

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ADMINISTRATIVE — INTERNAL USE ONLY

UNIT: PROBLEM SOLVING AND DECISION MAKING

ADMINISTRATIVE — INTERNAL USE ONLY

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## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Problem Solving and Decision Making (PS/DM) Kepner and Tregoe

TIME: 4 1/2 hours

0830-0900 Reading period (K-T excerpts)  
0900-0930 Lecture  
0930-1000 Individual case  
1000-1015 Feedback on solutions  
1015-1030 Break  
1030-1130 Group work on second K-T problem  
1130-1200 Class feedback  
1200-1300 Lunch  
1300-1400 Group prepares charts from morning taping  
1400-1430 Applications and wrap-up

OBJECTIVE: Familiarize students with the Kepner-Tregoe (K-T) system for PS/DM

METHODOLOGY:

- a. Lecture on the K-T system; lecture includes three principal steps (problem analysis, decision analysis and potential problem analysis), with breakdown of each using K-T forms
- b. Individual completion of K-T steps based on problem (for pilot course a variation on a K-T problem will be used, this will be replaced with an Agency problem in later runnings)
- c. Class feedback on solution
- d. Short group session dealing with a second problem; this will be taped
- e. Play back of tape charting actual group process
- f. Short wrap-up lecture on applications of system
- g. Pre-reading (excerpts from "The Rational Manager" by Kepner and Tregoe)

MATERIALS: Tape recorders  
K-T forms

LECTURER: Staff

## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Problem Solving and Decision Making (Creativity/Innovation)

TIME: 2 hours

1430-1500 Lecture

1500-1600 Brainstorming session and class critique

1600-1630 Wrap-up

- OBJECTIVES:
- a. Familiarization with basic steps in creating a working environment conducive to creativity/innovation
  - b. Familiarization with "Brainstorming" as a technique for obtaining creative solutions

- METHODOLOGY:
- a. Lecture - creative environment building; topics setting example of accepting creative approaches, reference to Suggestion Awards Program, value of good communications channels etc.; second portion of lecture deals with structuring a Brainstorming session (selecting people, defining objective, non-evaluative input charting, follow-up evaluation procedure)
  - b. Simulated Brainstorming session
  - c. Pre-reading from "Applied Imagination" by Alex Osborne

LECTURER: Staff

ADMINISTRATIVE — INTERNAL USE ONLY

## ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Problem Solving and Decision Making (Calculating Risks)

TIME: 4 hours

0830-0900 Pre-reading

0900-0930 Lecture concerning risk calculation when no quantities are available

0930-1030 Class problem illustrating non-quantitative risk calculation

1030-1045 Break

1045-1100 Lecture concerning risk calculation when quantities available

1100-1200 Class problem

1200-1300 Lunch

OBJECTIVE: Familiarize students with the concepts of calculated risk measure in problems dealing with both quantitative and non-quantitative information

METHODOLOGY: a. Pre-reading - articles dealing with calculating risks

b. Lecturer uses sample problem to illustrate the calculation of risks in one problem where no quantities are involved and a second one where there are measurable elements and standards

c. One problem (short) of each variety is dealt with individually by class members. In the pilot running these may be non-Agency in later runnings Agency in later runnings Agency problems may be introduced

STAT LECTURER:

ADMINISTRATIVE — INTERNAL USE ONLY

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Problem Solving and Decision Making (Systems Analysis Approach)

TIME: 4 hours

1300-1330 Review guidelines quickly and explain problem design  
1330-1430 Class work on problem and feedback session  
1430-1445 Break  
1445-1600 Class work on second sample problem and feedback session  
1600-1630 Wrap-up

OBJECTIVE: Familiarize students with application of the Systems  
Analysis Approach to PS/DM

METHODOLOGY: a. Pre-reading - articles on Systems Analysis  
b. Case history applying information previously  
recieved in an earlier segment on Systems Analysis  
terminology and approaches  
c. Class critiques sections of problem solution  
d. Wrap-up lecture

STAT LECTURER:

ADMINISTRATIVE — INTERNAL USE ONLY

TITLE: Computers and Agency Programs

TIME: 1 day

0830-1200 Panel discussion of systems programs that are  
available in the Agency; discussion of what OCS  
can and can't do for managers

1300-1630 Tour of Agency machine centers

OBJECTIVES: a. To familiarize with the programs and computer resources  
of the Agency

b. To gain a first-hand knowledge of Agency computer  
centers and personnel

METHODOLOGY: Panel discussion and tour

STAT

PANEL:



etc.

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FOR

Bob W

A meeting with  
The BoF V - before  
latter meets with  
Colby would be  
very wise. To  
include Sr. Tng.  
Officers.